Sport Policy Study Background Report:

Alberta

SUMMARY OF
MAJOR RECOMMENDATIONS AND ISSUES
FROM SPORT ISSUE PAPERS

Recreation Development Division
Alberta Recreation and Parks
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MAJOR RECOMMENDATIONS
FROM THE SPORT ISSUE PAPERS

1. INTRODUCTION

The information contained in this background report classifies the major recommendations and issues discussed in the thirty-one Sport Issue Papers submitted to the Department of Recreation and Parks in early 1981.

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The first part of this report deals with the specific recommendations and the latter part deals with the specific issues. In most cases each recommendation has been quoted for the author's papers. Those recommendations made at the Sport Issue Symposia have been included under the topic headings from the Sport Issue Papers.

The recommendations have been classified into the following categories: Participation; Leadership; Facilities; Planning Research and Evaluation; Coordination; Cooperation and Communication; Promotion and Publicity; Funding. This summary of recommendations has been used to develop the statements of policy.

The remainder of this report is a listing of recommendations grouped into the above categories.

2. PARTICIPATION

The establishment of centres of excellence should be considered. It is possible, through these centres, to provide learning experiences for athletes, coaches, sport organizers and administrators, and sports medicine specialists.

Alberta Recreation and Parks should consider the preparation of and a means to sanction a Charter of Rights For Alberta Sport Participants.

Alberta Recreation and Parks should provide a complementary and supportive role in the development of sport. Public funds will be distributed with the clear provision that the sport programs of each supported body must make their programs available to all.

Particular attention should be given to female participants, the elderly, the physically and mentally handicapped, special occupation groups, native and ethnic groups and Albertans with special family obligations.

Alberta Recreation and Parks should jointly sponsor with the Federal Government and the universities in Alberta, Centres of Sport Excellence.

Alberta Recreation and Parks should provide funds for the development of both (elite and mass participation) programs on a proportional basis: 25 - 35% for elite athlete programs; 60% for sport program development aimed at large scale sport participation; and 5 - 15% for innovative or new sport program development.

The primary and secondary school systems have the most potential for developing participation and skills in sport.

Young Albertans should be introduced to a variety of sport activities, preferably those life-time activities. They should be exposed to sport at an early age (8-10 years). There is no need to introduce highly organized competitive programs for them until they are teenagers.

Objectives for all sports should be to provide the program to as many interested individuals as possible.

Alberta Recreation and Parks should encourage the development of co-operative games and sports and continue support for friendly 'Games'.

School systems should be encouraged to review and revise their physical education programs to increase the frequency of physical education classes, emphasize the fitness aspect, accommodate individual developmental differences, and minimize the extent of higher-level competitive activities.

Alberta Recreation and Parks should offer incentives to the various "actors" to encourage the greater involvement of females.

Sport in Alberta should be designed to develop community awareness and resources for mass participation of sports with the goal set for physical and mental health.

Municipal Governments should assess their recreation by-laws and place more emphasis on sport programming.

Alberta Recreation and Parks should insist that Regional Recreation Departments sign a contract when receiving grants that they will undertake the development of sports as one of their major mandates.

Provincial sports bodies should adopt a philosophy of mass participation.

Enthusiastic and gifted physical education staff presenting a curricular and interschool athletic program with ample opportunity for participation and enjoyment, discipline problems are minimized.

School boards should place physical education specialists in all elementary schools.

The elimination of provincial championships at anything below the grade nine level would be most desirable.

Some activities should be encouraged to attract participants at the lower skill level.

Associations should press national associations to move to regional playdowns leading to national championships with a view to paying the full costs of the eventual participants in the national finals.

Competitions such as, the Alberta Games should be scheduled to co-ordinate with major games.

A basic concept that must adhered to at education institutions is the inseparability of participation in physical activities at the elite level and participation in those same type of activities at the recreational level.

The member institutions of the A.C.A.C. and the universities in Alberta should work in concert . . . by establishing a 'stepping stone' approach.

Combined clubs made up of university teams and individuals mixed together with provincial sport association teams and individuals should be encouraged where facilities allow and where there is a mutual agreement between the universities and governing bodies.

University athletes and A.C.A.C. athletes should be encouraged to compete against one another in all activities. These two groups should, where time allows, compete actively in provincial open competitions against club teams in all activities.

Provincial centres for the development of excellence in sport and physical recreation should be connected to tertiary level educational institutions.

Criteria for the establishment should include:

- current and potential non-government financial support
- community interest
- availability of facilities
- research capabilities
- physio-therapy staff
- accessibility by public transport
- qualified staff currently on-site

A coach should be a year-round resident to work closely with the parent institution.

The decision-making body for the establishment of any centre should be the Minister's Council on Sport and Physical Recreation plus a representative from the appropriate governing body and the appropriate tertiary level institution.

Festivals for sport and physical recreation should be established province wide.

They should be set up in such a way as to utilize facility 'slack time' at institutions.

Festivals should be organized to minimize cost by involving the participants in all aspects of administration and officiating.

The inclusion of special groups within the generic sport delivery system would ensure a holistic approach to sport participation.

That the sport delivery system initiate and state actual action steps for integration.

Alberta Recreation and Parks assume a leadership role by clearly indicating its philosophical stance, policies and areas of involvement regarding the equal participation of senior citizens and disabled persons in the generic sport delivery system.

Programs designed for young children must focus upon natural skill development, by providing for free exploration, guided discovery, low pressure and fun.

Sport governing bodies be encouraged to consider sports for mass participation, as well as the elite.

School sports programs should open their doors to community participants who are not enrolled in school.

Development of division of "recreational participation" within each sport.

Addition of Masters and Senior Master's divisions and re-definition of amateur.

Examination of various activities to modify them for participation by older participants.

Modification of rules to suit older participants and establishment of skill-learning programmes.

Development of health and fitness standards, drills and partial activities which can be used as an introduction to the various sports.

Alberta Recreation and Parks should support a community of athletes and sports that promote the province of Alberta.

Alberta Recreation and Parks should push for compulsory physical education in the schools up to Grade 12.

Alberta Recreation and Parks should make available, free of charge, audio visual aids for the athlete and coach in a training or competitive environment.

Alberta Recreation and Parks should provide greater emphasis on promotion and assistance in the development of low cost sport activities to improve the distribution of sport opportunities in the future.

Alberta Recreation and Parks should take a more active leadership stance in developing regional games.

Alberta Recreation and Parks should set up pilot projects for developing sport opportunities, especially among the disadvantaged of our population.

De-training programs for athletes should be developed.

The objectives of young children participating in sport should be fun and not winning.

Regional Game zone personnel should have flexibility to determine their own courses of action.

The role of Games in the Alberta sport delivery system is important in rural Alberta. They are a good avenue for exposing people to different sports and other participants. Games also encourage provincial sport governing bodies to provide services in all parts of the province.

The responsibility for Regional Games should be determined by the communities involved and not imposed by someone else. Self-help and self-planning are very important concepts to realize.

A hierarchy of games in Alberta is a negative delivery system. Each level of the games should be a complete entity in themselves.

The age range, zero to eight, should be identified as a pre-sport period. There should be no winners and no losers at this age range. Children require play and not the pressures of competition. We must de-emphasize the image of the child as a miniature adult.

It should be the responsibility of the provincial sport governing bodies to identify the ideal age when a child should enter a particular sport.

It is important to change the sport delivery system so that children can enter into specific sport programs at a later age.

Competition and training is not viewed as an important factor on native reserves. There should be a special emphasis on sport participation as a process of self actualization.

3. LEADERSHIP

Efforts to develop and implement new leadership patterns to facilitate the increased involvement of the poor, native groups, girls and women, the disabled, and immigrants.

The volunteer remains the key resource with respect to Alberta's sport programs. Programs designed to honour those individuals who have made a significant contribution to sport in Alberta should be created. Such a system is not to replace the Alberta Sports Hall of Fame

Purposes of establishing Sports Medical Advise Centres are to:

- organize medico-sports examinations for athletes.
- deal with injuries (and advise on the courses of treatment.
- generate knowledge in the field of sports medicine;
- co-operate in research in the field of sport medicine.

Alberta Recreation and Parks should annually honour those Albertans who have demonstrated outstanding sport leadership through a Sport/Lifestyle award.

Alberta Recreation and Parks should serve as the catalyst in any movement to improve and expand the delivery of sport programs in the province.

Alberta Recreation and Parks should work jointly with the universities, colleges, and professional associations in order that Sports Medicine Advice Centres be established in the province.

Alberta Recreation and Parks should expand their support to provincial sport bodies.

The government should fully subsidize the hiring of executive directors and program, technical, coaches or other personnel for provincial sports associations.

These professionals should be housed in a sports administration center with many subsidized services made available.

The sports associations applying for financial support should produce practical and comprehensive 3-5 year plans.

An increase in sport association program funding of 1-2 million dollars a year would be valuable as minimum.

Annual evaluations of progress should be undertaken.

More emphasis must be placed on the need to balance technical coaching development and theory coaching development.

A much greater emphasis must be placed on the training and education of sport administrators, managers, coaches and leaders.

Sport governing bodies must insist that local clubs employ trained personnel.

Continued support from Alberta Recreation and Parks in the training and education of elected and non-elected municipal personnel will enhance the understanding required for the development and delivery of sport programs.

Alberta Recreation and Parks should continue and expand its assistance to agencies and organizations in the provision of various leadership opportunities.

Alberta Recreation and Parks should assist in the development of public relations material, recruitment strategies, and training courses for sport organizations to assist them in improving their methods of recruiting and retaining volunteer helpers.

Health care services in schools must increase to the extent that athletic injuries are cared for by athletic physio-therapists.

In all minor sports coaching clinics, emphasis should be on reviewing perspectives and purposes of childrens sport and the role that adults should play in it.

School Boards should employ full time Athletic Directors and Department of Education funding should reflect this cost.

School board assistance to the extent of an athletics consultant (in Junior High Schools) to chair leagues and supply leadership is essential.

An administrative head for athletics should be placed in each Elementary, Junior High and Senior High School Department of Physical Education.

Grants should be available to associations to hire program development coordinators.

Secretarial and administrative resources should be available to sports associations to assist both the full-time staff and the volunteers to do their job.

A key consideration should be pension schemes and other fringe benefits. It may be possible to tie in with present civil service schemes. Cooperative payroll schemes could be used to reduce some of the problems that volunteer treasurers face.

Implementation of leadership development courses for administrators, coaches and officials is required.

Introduction of Sports Administration Certification Program to compliment National Coaching Certification Theory Program and Certified Programs for Officials should be given high priority.

Alberta Recreation and Parks and/or provincial sports governing bodies should examine the possibility of some joint university/college and provincial coaching appointments.

Alberta Recreation and Parks and/or provincial sports governing bodies should examine the possibility of some joint university/college and provincial executive director/technical director appointments.

Alberta Recreation and Parks should recommend and fund the joint-appointment of national and provincial coaches.

Alberta Recreation and Parks should recommend to the appropriate ministry the approval of Sports Medicine Clinics in Edmonton and Calgary.

Alberta Recreation and Parks should have a policy of encouraging the employment of physical education and recreation graduates from Alberta universities.

Any groups of Alberta athletes touring internationally or attending international competitions should be encouraged to include a worthy administrator and official.

Universities and colleges should be encouraged to utilize coaches who have the National Coaching Certification Program credentials.

Volunteer training is a major solution to the problem of volunteer recruitment.

Alberta Recreation and Parks should reiterate its commitment to the voluntary component in society and pledge to actively support the philosophy of volunteer involvement.

Alberta Recreation and Parks should assist sports organizations by facilitating the training of sports volunteers.

Alberta Recreation and Parks should request educational institutions to provide thorough training in volunteer management.

Alberta Recreation and Parks should retain the method of issue paper as an ongoing means of citizen input.

Alberta Recreation and Parks should encourage more public awareness of the volunteer's contribution to amateur sports.

Amateur sport organizations should hire full-time executive, technical, and support staff.

An agency should be commissioned to assist amateur sport organizations with their recruitment, training, and retention programs for volunteers, and to undertake the organizational consultative/facilitative function for amateur sport organizations.

Student teachers should be taught specific skills concerning the teaching of physical education.

Alberta Recreation and Parks should issue a statement of definition of leadership.

Sports governing bodies should identify the issues, problems and barriers with respect to leadership within their respective sports body.

Sports governing bodies should identify the type of leader and type of leadership required in the sport and identify the methods required to develop the needed leadership.

Colleges and universities be given incentives to build N.C.C.P. programs into the college and university Physical Education curricula.

Coaching, officiating and trainer leadership programs be further developed and delivered using new electronic modes e.g. teledon, satellites, etc.

Alberta Recreation and Parks should be provided with adequate operating and capital funds to meet the leadership program needs.

Alberta Recreation and Parks should subsidize the Coaching Certification Program. The Government must help reimburse participants for lost wages attending a clinic, transportation costs, board and room, and at the same time offer a paid position upon completion of the course.

Alberta Recreation and Parks should continue to foster the development of volunteerism and provide opportunities for the development of leadership skills in the development and operation of sport facilities.

Sports medicine should be defined as the field of practice concerned with the preparation and the medical and paramedical care of athletes and recreational enthusiasts, and the prevention and management of sports injuries and illnesses.

Alberta Recreation and Parks should consider developing and approving a sports medicine policy.

The Sports Medicine Policy should include the following areas:

- the ensurance of the existance, and delivery of coordinated medical, paramedical and scientific services,

- the fostering and promotion of a body of knowledge in the realm of sports medicine and sports science, and the coordinated dissemination of this resource,

- the encouragement and assistance in the development of education programs for sports medicine and sports science practitioners, and

- the stimulation and provision of opportunities for the development of applied research in medical, paramedical and scientific fields.

It is proposed that a Sports Medicine and Science Council of Alberta be established.

The Sports Medicine and Science Council should:
- establish policies to ensure a high quality of medical, paramedical and scientific care for Alberta's amateur athletes;
- promote education and research in Alberta in the field of sports medicine and sports science;
- provide a framework for the development in Alberta of knowledge and professional skills in sports medicine and sports science;
- develop an information bank on sports medicine and sports science;
- ensure dissemination and availability of information;
- provide medical and paramedical personnel for the care of Alberta's amateur athletes;
- coordinate and direct the activities of its member associations; and
- act as a focal point for the requirements of provincial sports governing bodies for medical, paramedical and scientific services.

Regional Sports Medicine Diagnostic and Treatment Centres for the athletes and recreational enthusiasts should be developed.

The Sports Medicine Diagnostic and Treatment Centres should be located in Edmonton and/or Calgary and could be attached to a university or college.

Sport medicine clinics should be located on all university campuses. In addition, physiotherapists should be eligible for charge-back health care services.

A comprehensive sport leadership development program should be designed to meet the specific needs of native communities.

The justification of professional help for sports governing bodies, should come from outside and from inside government.

Volunteer coach from the community should be integrated into the elementary school system.

Alberta Recreation and Parks should place more emphasis on the training and retaining of officials.

Full-time staff are required in each Alberta/regional games zone.

Coaching certification workshops should focus some theory on the young child. The federal publication entitled "Fair Play Codes" should be widely distributed.

Top calibre highly professional individuals within each sport governing body should be hired.

At the federal level, the ratio of sport governing bodies to consultant is one to eight. Since some sport governing bodies require extensive consultation time, a similar ratio should be established Alberta.

An Alberta Coaching Association is a good idea for better communication within Alberta however, it must be ensured that services do not overlap with the national level.

Alberta Recreation and Parks should fund provincial sport governing bodies to hire a program development coordinator.

4. FACILITIES

Architects and planners at all levels need to understand the dangers associated with lack of adequate amounts and appropriate types of spaces, and facilities for both safe free play and active recreation and a range of organized physical activities and sports in high density neighbourhoods.

Alberta is well-endowed with sport facilities but the problems that are more acute have to do with their utilization.

Policies which deal with the pooling or sharing of equipment and the need for scaled down equipment for youngsters are essential.

Alberta Recreation and Parks should ensure that the provision and use of facilities for the practice of both school and voluntary sport be integrated to the greatest extent possible.

Efforts must be made to actively involve school authorities, sport agencies and parks department in the development of mutually agreed to standards for construction.

It is recommended that Alberta Recreation and Parks endeavour to:

- Initiate changes to increase the amount of reserve dedication in urban areas from 10% to 13%.
- Insist that developers contribute towards the development of open spaces and construction of indoor facilities.
- Initiate legislative changes which permit the use of public reserve by private enterprise having a contract with a municipal recreation authority.
- Increase the emphasis on parks in municipal counsellor and board member training seminars.

- Permit use of capital grant monies on joint (private/public) recreation facility development projects.
- Increase incentives and encouragement for community school construction and operation.
- Use of capital grant monies for construction of community school facilities exceeding school requirements.
- Initiate legislative changes permitting municipal authorities to allow sport programs and facilities to operate on Sunday mornings.
- Initiate changes in the building code which will reduce standards.
- Construct and operate an amateur sport training centre for national and international calibre athletes.
- Encourage the use of regional college sport facilities.

Commercial organizations should receive incentives from the province to provide sport facilities and opportunities for their employees.

The Province should provide encouragement and incentives for the development of experimental facilities. The Province should encourage the provision of home-base facilities and should encourage energy-conservation applications in sport facilities.

A growing interest in sports by an increasing population must be accommodated by the schools. Personnel and facility requirements must realistically increase.

Serious consideration must be given to the design of school gymnasia, swimming pools, etc., with a view to use by the community and competitive sports groups. It is suggested that sport youth hostels be developed in Alberta.

Associations must attempt to develop sufficient competition opportunities within the province and try to reduce the need for travel.

Construction of permanent training sites at or adjacent to campuses of the University of Alberta and the University of Calgary should begin.

Alberta Recreation and Parks should develop a policy of constructing provincial training centres.

Alberta Recreation and Parks should develop a policy of providing capital equipment grants to post-secondary institutions.

Sports leadership and training centres be established across Alberta in selected community colleges and universities.

Government departments should develop a consistent approach in assisting local authorities with future land acquisition needs.

Government departments should evaluate the potential of providing grants for the assembly of prime sport and recreation lands to satisfy future requirements of local authorities.

Appropriate amendments should be made to the Planning Act, 1977 to allow for the acquisition and protection of sufficient land for sport and recreation purposes.

Alberta Recreation and Parks should evaluate and promote sport facilities designed to accommodate both competitive and recreational levels of activity to ensure maximum benefit from facility expenditures.

Alberta Recreation and Parks should play a significant role in facility feasibility studies for games facilities prior to promoting and funding such facilities and should establish operating assurances for such facilities.

Alberta Recreation and Parks, in conjunction with other provincial governments and the Federal Government, should initiate a consolidation of available information on sport training centres to assist in future analysis of alternatives.

Alberta Recreation and Parks should initiate a review of sport training centre needs and possible alternatives to their development. Facilities having potential for sport training centre status should be funded from provincial sources to offset additional costs arising from such use.

Alberta Recreation and Parks should establish a fund to allow for greater research, experimentation, and pilot projects to find and prove out new and improved approaches to facility design and equipment.

Alberta Recreation and Parks should expand assistance to organizations involved in sport facility operation to help reduce long term operating deficits and direct more funds to the encouragement of improved design and operating procedures (i.e., energy) rather than block operating grants.

Alberta Recreation and Parks should assist amateur sport in acquiring the use of good facilities and subsidize the costs of in renting and operating them.

Alberta Recreation and Parks should take on the responsibility of building more playing fields and indoor multi-purpose facilities.

There should be continued new facility development in native communities and upgrading and maintaining improvements of existing facilities.

There should be much more use made of school facilities and the leadership potential of school personnel.

It may be possible to designate specific schools to specialize in a specific sport and set-up equipment permanently for use by an entire community or municipality. Students from one school may travel to another school to use their equipment.

Alberta Parks and Recreation should provide facility operating funds for municipalities, only when the municipality is beyond its fiscal capabilities.

One option to alleviate high building and operating costs would be to allow professional organizations to use the facility at specific times, this would financially sustain the facility while at the same time provide services to the community in general.

5. PLANNING, RESEARCH AND EVALUATION

There should be dialogue among professional and volunteer workers to clarify concepts and provide a sensible rationale for the range of different components within the activity environments. A well conceived plan to promote and publicize increased involvement in the recreational environments is required.

There should be research projects to identify patterns of personal motives for present participation, to identify factors and develop specific approaches to increasing involvement, and to explore alternatives in developing new roles for professionals in underprivileged neighbourhoods particularly developing leadership skills in the youth.

There should be research to add to the limited literature on the nature and role of play experiences in the total development of the child. Efforts should be made to study ways to build suitable conditions into modern, urban, highly industrialized, and densely populated, towns and cities.

There should be projects to bring architects/planners together with recreation/sports people to map out approaches to exchanging ideas regarding the broad implications of planning to incorporate play and activity areas and facilities in buildings and neighbourhoods.

Projects should be designed to research ways of organizing clubs which clearly differentiate among the recreational, competitive, and excellence environments.

Alberta Recreation and Parks should jointly sponsor with the universities of the province, Sport Research Centres.

Alberta Recreation and Parks should finalize its planning and goals, objectives, program thrusts, financing schemes, structure, and leadership if it is to play a leadership role for the future.

Major sport and fitness research centers and sports medicine clinics should be established in Edmonton and Calgary.

Alberta Recreation and Parks and the University of Alberta should jointly establish and operate a center for the dissemination of research and planning material.

Alberta Recreation and Parks should carry out a province-wide "Goals for Sport" project. In this project a comprehensive framework for the planning and implementation of specific sport initiatives by each of the involved parties should be established.

Alberta Recreation and Parks should develop statistical record-keeping processes.

Alberta Recreation and Parks should establish incentives for municipalities to engage in comprehensive master planning and decrease the present emphasis on physical or facility-oriented master planning.

Alberta Recreation and Parks should encourage and assist municipalities in preparing sport development plans.

Alberta Recreation and Parks should encourage, through special awards and grants, experimentation and innovation in sport programs.

Alberta Recreation and Parks should re-affirm the notion of municipal autonomy in the provision of recreation programs and services.

Alberta Recreation and Parks should recognize that different needs and circumstances require different actions and endeavour to ensure that opportunities exist at all skill levels.

Provincial Consultants should perform the role of the non-existant full-time recreation personnel.

The Recreation Development Division give serious consideration to utilizing a "Needs Assessment" program.

The Recreation Development Division should establish one or two pilot projects in rural Alberta to have the community develop a recreation master plan with the assistance and guidance of outside expertise.

Other project suggestions are correlating individual achievement as a student and as an adult with participation in school athletics.

Alberta Recreation and Parks should undertake a study to determine major sports facilities, not supplied by local munipalities, which are in need throughout the Province.

There is a need to identify and priorize the issues that exist between Alberta and the Federal Governments, and a strategy and a process concerned with solving these issues should be developed.

There is also a need to identify any new areas where working agreements between Alberta and the Federal Government are needed and develop a strategy for working out these agreements.

Alberta Recreation and Parks should establish a sport research fund.

More research in play and movement toward sport is required. Topics may include:

- Free play and guided play, and from play to sport - the process.
- Play and socialization - sport and socialization among young children, and cooperation and competition in play.
- Characteristics of leaders desired by young children.
- The parent and child in play together and apart.

- Modification of current sports activities for children.
- New sports and modified equipment and facilities for children.
- Day Care and lower elementary school play and physical education experiences.

A survey of volunteers within the sports delivery systems is necessary.

Sport organizations, in order to increase their effectiveness, should emphasize a commitment to planning.

Alberta Recreation and Parks develop a sports leadership game plan to reflect the sports game plan.

The Provincial Sports Game Plan and Sports Leadership Plan should integrate all aspects of the Department of Recreation and Parks; planning facilities, recreation, sports fitness, etc.

Alberta Recreation and Parks embark on major programs to inform the sports governing bodies about future trends so they can adequately plan.

Alberta Recreation and Parks should place increased emphasis on the promotion of Master Plan development.

Alberta Recreation and Parks continue to research information on and promote the appropriate application of regionalization, particularly in relation to facility development.

Provincial Departments should develop and present a consistent approach and advice to foster greater co-operative planning amongst local authorities.

Alberta Recreation and Parks should continue to research and supply information on facility design to maximize utilization of facilities.

A detailed sports plan should be developed.

A reassessment and clarification of sport development goals should be undertaken by Alberta Recreation and Parks.

The adopted plan should be flexible enough to allow for use by differing personnel entering the system.

The provincial sports plan should involve a massive input from local, regional and provincial sports organizations.

Information regarding the needs, goals, interests, aspirations and problems should be gathered from the sports community as well as the general public.

The master sport plan should be one which illustrates an open systems approach with opportunity for continued input within the organizations and from the general public.

Alberta Recreation and Parks should involve native people fully in all aspects of sport development in Alberta.

Alberta Recreation and Parks should institute a research program to collect information on male and female participation rates at both the recreational and elite levels and the proportion of female coaches and administrators in amateur sport.

Alberta Recreation and Parks should organize a province-wide, fully funded conference/workshop to obtain public input on future strategies and research needs to ensure sex equality in sport and recreation in Alberta. Such information should be used to establish policy and directional guidelines for women in sport.

A Women's Sport Bureau should be established and should use all available resources to establish baseline data concerning the current status of leadership positions in sport within Alberta.

Sufficient funds be allocated to obtain research data on women's sport.

A policy should be developed that will allow for time series (longitudinal) surveys on sport participation rates, motivations, attitudes and preferences in sport. A survey should be conducted every two to five years.

The private sector should be responsible for specific research projects that are problem specific.

A sport research information centre should be established.

In order to place more emphasis on operating costs, services and programs, municipalities should have a municipal sport plan.

6. COORDINATION

An agency or forum should be established to promote the co-operation, co-ordination or collaboration necessary to meet the needs of all concerned. Such a body would facilitate the organization of a genuine system of co-operation.

The task of such a body should be to identify, analyze, compare and contrast the development of sport programs in Alberta; to determine trends in sport program; to reduce areas of conflict, redundancy and overlap among sport groups and decide the steps to improve sport development.

The purpose of this forum or council would be to bring about the most favourable conditions for the development of sport and to encourage the participation of Albertans in sport.

Alberta Recreation and Parks should provide a positive environment for the practice of sport.

provision should be made for the training of competent and qualified coaches, officials, trainers, sport administrators.

University sport programs should be considered a significant part of the sport program in Alberta, and eligible for financial assistance from designated provincial sport resources.

Local delivery systems must reflect the unique characteristics of the community.

Alberta Recreation and Parks should encourage and support symposiums for the study and review of alternate systems of delivering sport programs.

Athletic consultant services from school board should be continued and extended, or initiated where they do not exist.

The involvement of the community volunteer - coach should be assimilated under the umbrella of the local school and utilized in this setting.

It is suggested that organized community league sports competitions, at least to age eight and below, should be eliminated. It is suggested that the major 'hub' of sports activities become the school within a community and not the community league per se.

Department of Education should encompass the Alberta Schools Athletic Association (A.S.A.A.).

The Department of Education should expand the A.S.A.A. to include a minimum of two consultants charged with the responsibility for the organization, administration, and upgrading of interschool sports activities at the school system, A.S.A.A. Zone, and Provincial Championship level.

There is a need to improve co-ordination and communication among provincial sports organizations. Establishing a co-ordinating committee, representing Sport Alberta, Alberta Schools Athletic Association, Alberta Recreation and Parks Association, Alberta Games Council, Colleges, Universities and Government would accomplish this without affecting the mandates of the individual groups.

Alberta Recreation and Parks should assist in the implementation of a sports delivery system and consider the recommendations of the Task Force established from Intersport V conference until such time as the sporting community endorses the Task Force's recommendations.

If sport in Alberta is to develop in an orderly fashion a great deal of thought must be given to two things: the process and the structure.

Alberta Recreation and Parks should recommend and finance the immediate establishment of an office for university/college athletic administration.

A Minister's Council on Sport and Physical Recreation should be formed.

Each agency in the sport delivery system must the involvement of senior citizens and disabled persons within the scope of their programs and services.

Alberta Recreation and Parks should reaffirm that its programs and services are equally available to all citizens.

Alberta Recreation and Parks should initiate the movement towards integrated programs and services by assuming a proactive stance.

Alberta Recreation and Parks declare those groups which require special intervention due to lack of opportunity.

Social service agency involvement must be defined so that the generic sport delivery system assumes the position of greatest importance to sport development for disabled persons and senior citizens.

Alberta Recreation and Parks should only assist organizations and agencies that are within the generic sport delivery system.

Alberta Recreation and Parks should ensure that all elements of the generic sport delivery system and sport agencies for special groups are adequately accommodated under one structure.

Alberta Recreation and Parks should assume the leadership role in determining the various participants and their relative potential for the inclusion of senior citizens and disabled persons. The acceptance of generic responsibility by the sport delivery system will allow Alberta Recreation and Parks to resume its function regarding the orderly development of sport.

To provide some co-ordination and order to the process of sport integration a few sports should be chosen to act as models.

Alberta Recreation and Parks should declare its position on the role of play and sport for young children.

Legislation should be prepared to create the Alberta Sport Federation and within the functional area Participant Development should deal with the young child.

Government can play a postive role by facilitating the maximum participation by both the volunteer and the private sector to the benefit of the sports volunteer, the athlete and society.

One organization or agency should be commissioned to act as a consultant to amateur sport organizations to assist them in identifying and carrying out their volunteer recruitment and retention programs and to conduct thorough and progressive management skill training programs for sport administrators.

If a crown corporation for sport were established, it is suggested that:

- it should provide comprehensive organizational consultative/ facilitative services.
- it should provide comprehensive consultative services to provincial amateur sport organizations.
- it should conduct thorough and pregressive management skill training programs for volunteer sport administrators.
- it endeavours to increase the number of professional staff working for and with provincial amateur sport organizations in Alberta.

Alberta Recreation and Parks should take steps to bring all aspects of one sport under a common sports governing body.

The author supports the recommendations of the Ad Hoc Committee on Sport Coordination in Alberta which stated that the crown corporation should:

> Provide administative support services and any additional services or programs that amateur sport organizations cannot or do not wish to provide for themselves. To do this it is recommended that a central Administrative Centre be established in Edmonton.

Sport Alberta should be replaced by a Ministry of Sport, whereby amateur sport and recreation are separated.

A more co-ordinated and co-operative approach to the provision of sport opportunities could benefit everyone through improved quality and better economics.

Alberta Recreation and Parks should encourage Alberta's professional teams to interrelate more with amateur sport.

The Provincial Government must give a written undertaking to the native people in Alberta that involvement in sport by accepting provincial services will not affect Treaty and other rights that they presently enjoy.

A new organization recognized as the sport governing body by the native communities and the Provincial and Federal Governments must be developed to continue and upgrade coordination of local programs.

Alberta Recreation and Parks should appoint a woman whose responsibility it is to coordinate all departmental activities relative to the status of women in sport and recreation.

Alberta Recreation and Parks should review every policy, examine all hiring and promotional practices, and ensure that all documents, publications, brochures, etc., are free of sexism.

Alberta Recreation and Parks should adopt a proactive policy regarding equality of opportunity for both sexes and include a large representation of girls/women in establishing policy guidelines.

Alberta Recreation and Parks should hire a Women's Sport Consultant to manage a Women's Sport Bureau within the government hierarchy.

A Provincial Advisory Council on Women and Sport be established.

The concept of multi-purpose clubs that provide services in more of the "participation environments" is recommended. Such a system of club development would be similar to that established in Great Britain.

There could be a phased approach to the development of crown corporation by establishing an organization to perform specific functions and services. When the functions or programs are successful, a strategy for increasing the responsibilities of the organization could be considered.

If the private sector could provide a good public service, municipalities should give priority to the private agencies.

Municipal government and the private sector should work together in providing sport opportunities at the local level.

The future role of Municipal Recreation Boards and their value should be assessed.

Alberta Recreation and Parks should suggest that the A.S.A.A. should go into the Department of Education. This is a desirable step, both from the point of view of the A.S.A.A. and from school trustees.

The Provincial Government should have a policy for normalization and integration of special groups into the "regular population". This policy should specify a sport and recreation service continuum so that some

members of disabled groups will eventually be integrated. There should be continued government support to special projects (such as the special olympics).

Alberta Recreation and Parks should not be concerned with elite athlete development; their primary concern should be at a developmental stage.

Before an arms length agency can be established, sport must be better organized. The sport community must be ready to form a partnership with the government. The first step that the Provincial Government must complete is to clarify its own role, "what areas does Government want to serve and what strategies should be undertaken"?

The situation of sex equality in sport in the Province of Quebec should be used as a model for Alberta.

The issue of women in sport should be viewed as part of a much larger problem. Women and social policy should be the focus of attention.

Since women make up over half of the general population in this country, they should not be seen as a special group, rather as an integral part of the population. Sport policy should be based on equality. Women should not be classified along with the handicapped, the natives or the poor.

There is a need for some type of consolidation of the regional and provincial games in the province.

A marriage between the Games Council and Sport Alberta, would be a positive step for sport in Alberta.

To ensure that services are provided to native groups from provincial sport governing bodies, the government should work on a sport by sport basis and not legislate a blanket policy.

The author is not convinced that Sport Alberta is required; given its original mandate it has not been effective.

A Sport Administration Centre in Alberta should be regionalized in at least Calgary and Edmonton and in rural Alberta.

The British Columbia Sport Centre should be a model for Alberta to develop towards.

7. COOPERATION AND COMMUNICATION

Continued efforts are required to see that builders and planners are much better informed and that regulations, by-laws, and legislation is enacted to reflect these important concerns particularly with respect ot high density developments.

The successful promotion of sport and a sport policy will require well developed publicity and information services.

It is critical for each of the units in the sport delivery system to know what their responsibilities or roles are and to understand the roles or responsibilities of other units. A communication system that will make clear who is doing what for whom and when is vital in this matter.

The Department should encourage joint meetings, the agendas of which shall be directed toward the enhancement of the working relationships among and between the groups of the sport community.

Provincial sport governing bodies are the most underdeveloped and underserviced (including financial support) of the "major" components of the sport delivery system.

Alberta Recreation and Parks should communicate effectively with the education ministries.

Alberta Recreation and Parks should have a philosophy of serving and assisting the communities to achieve their goals, rather than vice versa.

De-emphasize the concept that recreation boards should be all things to all people.

Clearly state the expectations of sport governing bodies and local recreation authorities.

Initiate legislative changes which will encourage and permit local governments to lease reserve lands for construction or facilities or the operation of programs by private enterprise.

Alberta Recreation and Parks should serve as a catalyst for developing solutions for the co-existence of sport agencies and school-sponsored sport programs.

Alberta Recreation and Parks should encourage cooperation and integration among the various single-activity sports organizations in order to foster a year-round exposure to sport for individual athletes.

Alberta Recreation and Parks should foster communication among all of the actors in the sport delivery system in order to facilitate cooperative arrangements, shared use of facilities, common-goals and in order to eliminate overlap and duplication of services.

Establish, by legislation, a Standing Ministerial Advisory Committee on Sport.

Alberta should promote a meeting of Ministers, appropriate officials and consultants of either all the provinces and the Federal Government or Alberta with the Federal Government; to attempt to come to a consensus or understanding of the sport structure in Canada so that the province(s) and the Federal Government are starting from the same base.

The care and support of the athlete is one area that needs clarification. Discussions should be held between the provinces and the Federal Government to clearly define how far the responsibility should go for both parties.

There should be efforts to discuss and attempt to clarify the jurisdictional areas relating to the two levels of Government within the fields of sport, recreation and fitness. A precise understanding of the

parameters surrounding each jurisdictional area of responsibility so as to eliminate any "grey" areas that exist is encouraged.

Alberta Recreation and Parks should consider developing a number of principles to govern their operational methodology. These principles should revolve around the following: the need to consult with the Federal Government; to get involved in programming; and arms length organizations.

The purposes of the provincial sport and physical recreation governing bodies should be the transmission of the knowledge of sport and physical recreation through the processes of teaching and socialization; the acquisition of the knowledge of sport and physical recreation through related research; and the application of the knowledge of sport and physical recreation through service to the community.

Alberta has a unique opportunity to be a world leader by employing a slightly different approach to sport and physical recreation. A cooperative effort is the only way to fulfill the purposes of sport and physical recreation in Alberta.

Government personnel should examine their working relationship with volunteers in sports.

Government should conduct itself as a facilitator and an enabler rather than a controller and a doer.

A major survey, workshop or conference should be held in Alberta to determine the director of sport for the next decade and the Game Plan be reviewed annually.

All agencies responsible for sports leadership should identify their respective programs and divisions of responsibility and communication channels be established to ensure that all parties are aware of programs in other agencies.

Sports and fitness resource centres be established across Alberta in local community colleges and universities.

Amateur sport must try harder to work more closely with all members of their association.

Alberta Recreation and Parks should adopt guidelines for non-sexist language and visuals in all communications.

The Alberta Women's Sport Bureau "tap into" programs and services provided by the Federal Government and assist federal endeavours concerning women and sport.

8. PROMOTION AND PUBLICITY

General awareness must be raised regarding the increasing importance of physical activity as an enjoyable necessity in the 1980's.

Provide support for a marketing program.

Advertising of minor sports features encompassing as the major promotion gimmick, a professional sports hero, should be downplayed.

Alberta Recreation and Parks should establish the structure and machinery for the printing and distribution of a province wide amateur sport publication or establish a relatively long-term grant to a private entrepreneur to create and distribute such a publication.

Encouragement should be given to young people interested in a career of sports journalism.

Alberta Recreation and Parks should embark upon a major continuous publicity-incentive program to encourage the adult population to become involved in sport activities.

The N.C.C.P. should be better advertised using mass media to reach coaches at all levels.

A major publicity program be established to inform parents about the role of sport.

The creation of an annual forum or workshop where amateur sports people can be brought face-to-face with members of the media for a healthy exchange of problems and ideas should be encouraged.

The publication of an Alberta Amateur Sports Media Guide and Handbook should be encouraged.

Government-sponsored media relations offices for amateur sport, with full-time media relations employees in both Edmonton and Calgary should be established.

The marketing of amateur sport will be most effectively carried out by subdividing amateur sport into its constituent sports. Marketing programmes should be concerned with a particular sport rather than all of amateur sport.

The services of a marketing consultant be available to sport associations to assist in the design of marketing programmes.

There should be seminars on marketing, a pamphlet on a basic marketing approach to sport and consultant services in staging and presenting sport events.

There should also be: a Public Relations Consultant be available to sport associations; a centralized position or stance on significant sports issues be established for all sports; and a pamphlet on developing a Public Relations programme for a sport governing body.

There should be a series of yearly joint seminars for sporting groups and the news media; and a magazine on Amateur Sport for distribution to all sport governing bodies, news media, friends of sport.

All sport associations would be required to produce regular, quarterly, or monthly news bulletins to members and to their own particular sports community. Facilities and resources would be made available to assist sport associations in producing such bulletins.

A data bank of names and address be established of all person involved in or associated with any aspect of sport. This would be on the basis of a province-wide sports communication network.

In order for amateur sport to promote and encourage mass participation in sport, they're going to have to make an effort to do a better job of public relations.

Alberta Recreation and Parks should subsidize the cost of producing promotional and technical films and written materials, to be used by amateur sport groups.

Alberta Recreation and Parks should subsidize the cost of producing a weekly one half hour Alberta sports program on television.

Conduct a publicity campaign on fitness directed specifically at women should be conducted.

Funding should be made available to hire a sport historian to write a "book" of biographical sketches of Alberta's outstanding female athletes.

More work in the area of volunteer public relations should be done.

The private sector should take the lead role in publishing amateur sport news bulletins. Alberta Recreation and Parks should only be involved if the publication begins to falter.

Although there is a need to research methods and effectiveness of marketing sport, large expensive market studies are not necessary. "Mini" type market studies are probably the best avenue to research in this area.

There should be a concerted effort to minimize the glorification of elite child athletes in the press. The success of young athletes should be given press in a sports paper published by each sport governing body. In addition, the image of the "jock" should be down played. The philosophy that should be stressed, emphasizes "there is a place for me in amateur sport".

Top name amateur athletes should be ambassadors of sport for the province.

A weekly or monthly amateur sport newsletter is recommended.

A directory of amateur sport people, including addresses and names and telephone numbers, should be kept up-to-date and distributed to all people in the media.

Half-time shows at professional events, are one avenue to expose amateur sport to the public.

9. FUNDING

The funding of sport cannot be viewed as the primary responsibility of the public coffers. Other sources must include: funds from lotteries, the individual athlete, private sector funding, and funds from employers.

A review of the schemes to finance the operation of facilities should be undertaken to ensure that provincial athletes can access these at reasonable cost.

Development monies provided to sport governing bodies should be filtered down to all local sport clubs and organizations.

Alberta Recreation and Parks should maintain existing capital cost assistance programs, encourage privatization, provide minimal operational assistance programs for arenas, give incentives for reducing energy costs, and provide and ensure that development funds forwarded to sport governing bodies are spread out amongst all local clubs.

Alberta Recreation and Parks should extend its Major Cultural/ Recreational Facility Development Program beyond 1984 and should increase the per-capita allotment of funds to counter the effects of inflation.

Alberta Recreation and Parks should establish an operating grant program.

Alberta Recreation and Parks should establish special subsidies to sport organizations to assist them to pay the costs of rental of facilities.

Alberta Recreation and Parks should, in consultation with the other "actors" develop a framework outlinging "who pays for what".

Greater financial assistance must be made available to sports governing bodies for programming at the 'grass roots level'.

Greater financial assistance must be made available to sport governing bodies for administration if there is to be any degree of continuity maintained.

Alberta Recreation and Parks should determine and publish the criteria to be used in assessing the effectiveness of sports associations and giving grants.

Certain aspects of sports administration must be paid for from government grants and other aspects of the program to be paid for by the participant or from other sources of revenue.

Associations be responsible for all forms of travel and that present government grants be directed to the administration and leadership aspects of the program.

A continuing program of grant support to local school and recreation boards, to colleges and universities for the construction and upgrading of facilities with more direction with regard to multi-use design features.

Changes to casino regulations that would ensure that each sports association be given the opportunity of holding one casino per year.

Provision in budget grants to schools, colleges and universities to cover extra costs associated with the use of their facilities by sports groups so that rental costs may be maintained at reasonable levels.

The funding of the development of sport youth hostels in Alberta to be made available for travelling teams and provincial camps.

A review, in consultation with representatives of affected parties, of grant structure particularly 'profile grants' should be done.

No further funds should be distributed to either the Calgary or Edmonton Exhibition Assocations.

Funds should be made available to assist sport governing bodies, individually or in co-operation with other sport governing bodies, to obtain the services of technical and/or executive directors. To assist in establishment of a Sports Administration Certification Program. To assist in establishing other programs which the Department agrees will be mutually beneficial to the sports community and government.

The Provincial Government should set aside a percentage of its share of the Western Canada Lottery for the purpose of financing university and college sport.

The Provincial Government should allow universities and colleges to hold casinos.

Educational institutions should be treated the same as other charitable, non-profit, amateur sport groups.

Alberta Recreation and Parks should recommend to the appropriate ministry the immediate institution of a non-formula funding program for the members of A.C.A.C.

A matching non-formula grant program of financial aid, up to a maximum of $75,000. in 1981 dollars, be made available to each member of A.C.A.C is recommended.

Alberta Recreation and Parks should recommend to the appropriate ministry the immediate institution of a non-formula funding program for the three universities in Alberta, who are members of the C.W.U.A.A. and C.I.A.U.

A matching non-formula grant program of financial aid, up to a maximum of $450,000. in 1981 dollars, be made available to each of the three Alberta universities is recommended.

Alberta Recreation and Parks should recommned to the appropriate ministry the immediate inclusion of university/college sport groups as those who are eligible to apply for and be granted the right to hold casinos as are other amateur sport groups.

Alberta Recreation and Parks should recommend to the Department of Advanced Education and Manpower the approval of a policy of matching corporate and/or alumni donations for operating purposes in addition to the present policy of matching donations for capital equipment purposes.

Alberta Recreation and Parks should recommend to the appropriate ministry that athletic awards cover tuition fees, books and room and board.

Alberta Recreation and Parks should change the present travel funding of policy of excluding universities and colleges from being eligible for financial support for national championships.

Funding should be based on the philosophy of the pursuit of excellence through maximum participation in both the area of elite and recreational programming. A funding formula should be established in two segments (elite and recreational) but that these two segments must reflect the equality of both groups of organizations.

Sport groups must go out on their own to cultivate funds from the private sector, and the alumni.

The Provincial Government should increase funding to all amateur sport groups. Examples are in subsidizing the operational costs of facilities, in subsidizing the operational costs of Alberta's answer to 'Sports

Illustrated', "Amateur Sport Report"; and in changing the tax laws so that it becomes attractive, tax-wise, for individual businesses to support sponsor an athlete, team and/or competition.

Alberta Recreation and Parks should assist more in fund-raising activities, and recommend changes the present Provincial Lottery's distribution system so that more money is channelled into amateur sport.

Alberta Recreation and Parks should develop a Sport Policy for amateur sport in Alberta, increase Government funding to all amateur sport governing bodies in the province, provide for long-term funding, and take on the responsibility of paying the salaries of administrative staff working for amateur sport groups.

The Provincial Government should give greater support to fund-raising projects.

Sport is the greatest common interest that people have. It's a part of our heritage, therefore, the Heritage Savings Trust Fund should be used to put money back into the lives and interests of Albertans.

Alberta Recreation and Parks should consider financial involvement with the Federal Government in support of native sport programs on a joint or supplement basis.

Alberta Recreation and Parks should substantially increase its present funding involvement for native communities in the total context of sport development.

Alberta Recreation should re-examine the policy of providing monies for new sport and recreation facilities where the provision of a child-care area and/or washrooms and showers for both sexes.

Alberta Recreation and Parks should not directly provide funding to the club level because the club may out perform the municipal structure.

Provincial sport governing bodies in Alberta need a greater financial commitment from Alberta Recreation and Parks. The Province should fund on a "front end" basis.

Public funding to sport agencies, should be partially controlled by the Government.

Funding policies for native peoples must be beyond one year so that a continuity of funding will be guaranteed.

Long range continued funding to sport governing bodies is an immediate need.

The 60% of lottery funds directed towards the Stampede and Exhibition Boards should be lowered with the differences going towards sport in Alberta.

MAJOR ISSUES
FROM THE SPORT ISSUE PAPERS

10. INTRODUCTION

The information contained in this background report represents a detailed synopsis of the significant sport development issues identified by the various authors of the thirty one Sport Issue Papers. The authors of the Sport Issue Papers include the following persons:

D. Arsenault
L. Beres
R. Blais
V. Blakely
G. Bowie
B. Bratton
A. Burgess
B. Cooper
A. Dyer
A. Enger
M. Gibb
R. Glassford
M. Hall
H. Hoyles
D. Irwin
R. Jackson
T. Jones
D. Kadatz
J. Konihowski
D. Jones-Konihowski
J. Littlechild
D. Magee
B. Mitchelson
D. Pugliese
D. Rudge
D. Sande
M. Smith
D. Watts
D. White
W. Winter
L. Wood

In most instances the information has been paraphrased and is intended to highlight those issues that are of a provincial significance. The intent of the information is to provide a detailed state-of-the-art of significant sport development issues. This information is critical to the formulation of policy statements that are ultimately intended to mitigate existing sport development issues and concerns.

The report is divided into the following sections and serves as a broad topic for the sport related issues surrounding these topic areas:

- Sport Delivery System
- Common Voice for Sport
- Sport Participation System
- Integration of Efforts
- Federal and Provincial Government Sport Issues
- Provincial Sport Associations
- Funding of Sport

- Leadership
- Volunteers
- Professional Leaders
- Coaching
- Officiating
- Sport Medicine
- Facilities
- Elite Athlete Development
- Sport and the School System
- Inter-university and Inter-collegiate Sport
- Sport Needs of Seniors and Disabled Persons
- Young Children and Sport
- Women and Sport
- Native Peoples and Sport
- Media and Sport
- Public Relations and Promotion
- Sport and Urban Alberta
- Sport and Rural Alberta
- Planning, Research and Evaluation

The remainder of the report lists the significant issues and concerns. In cases where explicit interpretation is desired, it is recommended to consult the Sport Issue Papers.

11. SPORT DELIVERY SYSTEM:

- Need for large scale long term planning to reduce duplication and overlap of programs and services and to produce a systematic and fuller use of existing facilities and resources.

- Many organizations have clear vested interests in the development of sport in Alberta. The roles of each must be sharply delineated and their efforts coordinated.

- All parts of the sport delivery system are need to be developed.

- There is minimal formal coordination among and between the "actors" in the sport delivery system.

- Changes in the bureaucracy of sport have made effective and coordinated provincial level planning and programming difficult.

- We don't need new delivery systems but . . . we do need clarification of goals, programs, etc., to ensure improved planning.

- The problem with the sport delivery structure is that there are too few participants, not enough levels of competitions. The structures are there but the content is missing.

- Need to look at developing more competition opportunities in Alberta because of increased travel costs.

- There is no comprehensive or coordinated sport delivery system; too many groups are working independently.

- The reasons for the failure of Sport Alberta were a lack of funding and the benefits of being a member were not realized by P.S.A.'s in increased support services.

- Sport organizations, tend to focus on elite athlete development and as a result mass participation programs suffer.

- Government must play a major role in sport development and also respect the autonomy of other agencies and actors involved in sport.

- The partnership between business and sport should be strengthened.

- There are voids, duplications, and a lack of coordination at the local, regional and provincial levels of the sport delivery system.

- Many amateur spot organizations are not effectively managed because volunteer administrators do not commit themselves for extended periods of service; organizations are not committed to extensive short, medium and long term planning; and organizations do not have hired professional and support staff.

- Most sport organizations do not possess the skills or the resources to initiate thorough and prgressive training programs for volunteer administrators.

- Amateur sport is haphazardly run and loosely coordinated.

- Government should take a more active leadership role in developing regional games.

- The Alberta Games has expertise that is not being fully utilized in the present administration of Canada Games in Alberta.

- Government should ensure that team selection for Canada Games is done properly or they should use the Alberta Games Council.

- There should be a better working relationship between Alberta Games and regional games

12. COMMON VOICE FOR SPORT:

- There is no representative body which enables sport agencies and organizations to come together and work towards the collaboration, cooperation and coordination of sport programs and services.

- Sport development needs a forum or council to bring about the most favourable conditions for the development of sport and to encourage of Albertans to participate in sport.

- The creation of an Alberta Sport Federation deserves a clear and thoughtful response from government. This should be well discussed before any decisions are made.

13. SPORT PARTICIPATION SYSTEM:

- Need to reassess and re-evaluate the pyramid model concept of participation because it does not provide sufficient explanation or rationale of the reasons for involvement based upon participant objectives and motivations.

- The traditional pyramid concept concentrates upon the competitive and not recreational aspects of participation.

- With the pyramid concept there is a tendency for tunnel vision which interferes with developing a positive perspective of the total system and also generates conflict with recreationists.

- The present system is discriminating against natives, immigrants and the poor because they are not represented according to their proportion of the total population.

- Professional workers in the fields of sport and recreation must attempt to reach consensus on a shared set of definitions with respect to the interrelationships between the recreation, physical activity and sport environments.

- Government should provide support for a wider range of physical activities (participation environments) and develop new kinds of volunteer and professional leadership patterns to facilitate the development of participation environments.

- The argument that a broad base of participation is a pre-requisite for elite athlete development is no longer valid.

- Young Albertans should be exposed to sport at an early age (8-10 years) to learn physical skills. There is no need to introduce them to highly organized competitive programs until they are teenagers.

- The objectives of mass participation and elite athlete development are not naturally compatible.

- For young children and young adults the emphasis on competition must change from competition against others to competition against oneself.

- The majority of sport opportunities are oriented towards young people; these participants are allowed to compete too early in life and the drop out rates are high because of intense competition and team selection practices.

- Barriers to participation include: lack of interest and motivation, other priorities during ones stage within the life cycle, high costs for participation and equipment, negative attitudes because of previous experiences, old age and physical inability.

- Only 10% of all Edmontonians participate in sport activities on a regular basis.

- The present structure for most sports does not provide for a continuum of participation/skill level development.

- There is not enough focus on sport participation as a lifelong experience.

- With some sports accident rates are becoming significant (e.g., hockey, football, racquetball, skiing).

- The private costs of participation in sports are growing continually and for some activities they are becoming prohibitive.

- More time for physical activity has to be given to students and teachers each day.

- The games vehicle for sport development should be used more.

- Games can strengthen the Provincial Sport Association system.

- There is very little communication between the Games Council and particular sport associations.

- It will be difficult to include more sports in the Alberta Games, a better method of sport selection is needed.

- For adults there are few organizations which allow individuals to participate without the hassles of organizing the activity themselves.

- Discrimination against the poor, natives and immigrants is a problem.

- Economic, fiscal and resource constraints effect the ability to satisfy the needs of elite athletes and to provide programs and services for mass participants.

14. INTEGRATION OF EFFORTS:

- Need to ensure open discussion and communication among the "actors" in the sport delivery system and within the decision making process.

- In order to maximize the effectiveness of each of the "actors" in the sport delivery system consideration must be given to the creation of some type of forum for the exchange of ideas.

- It is critical to the development of sport in Alberta for each of the "actors" in the sport delivery system to know what their roles and responsibilities are and to understand those of the other "actors".

- Alberta Recreation and Parks must decide the following question: What is it going to do for whom in relation to sport development in Alberta?

- There is a need to clarify jurisdictions and goals between the parts of the sport delivery system.

- The role of the municipality as one agent in the sport delivery system must be clarified.

- Intrusion into another agency's perceived jurisdiction may be construed as a form of "empire building".

- The Provincial Government must serve as the catalyst to improve and expand the development of sport.

- The roles of the Provincial Sport Association and the municipality are unclear.

- Seldom do school physical education teachers, recreation programmers and local sports administrators meet in an attempt to discuss the coordination and sharing of responsibility for the provision of sports programs. As a result there is often conflict and duplication of services.

- Municipal recreation authorities tend to respond to local need and current public pressure rather than outlining objectives for sport development and implementing them.

- One agency must assume the leaderhip role for future sport development.

- Need to develop a model that clearly allocates agency responsibility.

- Sport and recreation associations should re-assess traditional attitudes and reduce animosity and suspicion so that the widest range of public interests can be better served.

- Increased cooperation between the private sector (profit motivated) and public (non-profit) sector is a critical element in many solutions of our current and future problems relating to sport and recreation.

- The private sector's role as a catayist and source of additional funds is extremely important.

15. FEDERAL AND PROVINCIAL GOVERNMENT SPORT ISSUES:

- The provinces and the Federal Government do not view the sport structure in Canada in the same way. The Federal Government views mass participation and excellence as interrelated and interdependent, the provinces view them as being parts of a continuum. Hence the potential for conflict in policy setting.

- The provinces criticize the Federal Government for making unilateral decisions that affect provincial sport development programs.

- Agreement on role clarification is essential before any policies can be established. However, there will always be "grey areas" of jurisdiction.

- The care and support of the athlete is a primary problem. Another area of confusion is inter-university and inter-collegiate sport funding.

- The Federal Government prefers to directly fund the agency, association or athlete and the provinces prefer the Federal Government to channel monies through provincial sport departments.

- The recent Federal Government initiatives in the area of sport are perceived as being a guise to "take over" sport at the national level and thereby impact on at the provincial level.

- The lack of stated and agreed upon national goals for sport and the operation methodologies of policy implementation cause conflict between the provinces and the Federal Government.

- The creation of "arms length" crown corporations. Crown corporations tend to act independently of each other to develop policies and programs that impact upon provincial jurisdictions.

- Funding for program coordinators at the national levels that liaise with agencies, schools, etc., at the local level.

- Federal Government involvement in the promotion of sport and the impact it might have upon facility and program demand at the provincial level.

- Funding of paid full time personnel and the fear it might detract from volunteer involvement

- Lack of consultation with provincial government departments responsible for sport regarding sport development initiatives.

- Hosting of international events - a lack of prior consultation with the provinces before decisions are made. This has caused the provinces to siphon monies already allocated to other areas of sport development.

- The province must be cognizant of the Federal Government initiatives regarding fitness development and their potential impacts upon provincial programs.

16. PROVINCIAL SPORT ASSOCIATIONS (P.S.A.):

- Reasons for P.S.A. undevelopment as a major actor in the sport delivery system include:
  - low population base
  - limited financial base
  - limited self organization
  - limited planning
  - limited promotion
  - inadequate volunteers
  - little professional help
  - restricted access to services

- P.S.A.s do not play a significant role with their national counterparts.

- There is conflict between the dual objectives of mass participation and excellence.

- Most P.S.A.s lack the skilled personnel required to plan, develop, organize and implement an effective sports program.

- P.S.A.s must be prepared to change in order to avoid declining enrollments, dropout rates and participant frustration.

- Because of the large administrative scale of many P.S.A.s it is becoming very costly for them and local clubs to obtain sufficient funds.

- P.S.A.s have not provided extensive skill training for incoming volunteers.

- Some sport groups, in the same sport, have significant conflicts e.g., duplication of services, inflated demands for facilities and overuse of volunteer resources.

- P.S.A.s find it difficult to plan and operate without having a stable system of guaranteed funding from government.

- Volunteers spend much time on fund raising and the time spent on program planning and general administration decreases.

- Administrative expertise of P.S.A. personnel is inadequate.

- P.S.A.s cannot currently afford to hire specially trained sport administrators.

- Volunteer burn out is an ever present problem.

- P.S.A.s find it difficult to provide balanced services for the elite athlete and the mass participant. Many tend to focus on elite athlete development.

- One has to seriously consider if the funding of elite athletes directly from of tax monies is appropriate.

- The ability of P.S.A.s to retain a broad base of officials, coaches, trainers and administrators is declining. Progression up the "certification ladder" is essential to maintain a broad base.

17. FUNDING OF SPORT:

- The funding of sport cannot be viewed as the primary responsibility of the public coffers. Other sources must come from lotteries, individuals, the private sector and from employers.

- Funding for leadership and program development is not equal to the emphasis placed upon facility development.

- There is injustice in the allocation of local recreation tax revenues to sport programs. Inequality between sports is apparent.

- Funding for sport at the local level is severely limited because it is not viewed as a priority when compared to other municipal services.

- Some sports are heavily subsidized and others receive very little financial support. This applies to other levels of competition.

- Disbursement of lottery funds is discriminatory; most of the monies go to the Edmonton and Calgary Exhibition Boards.

- Federal government is reluctant to discuss the topic of federal tax legislation and tax deductability from private sector donations.

- More time and energy must go into fund raising. New and various money raising schemes must be found.

- Amateur sport needs more funding from the Provincial Government, the private sector and alumni.

- More private sector funding is required by Sport to offset government financial dependency.

- More money is needed to pay for administrators, coaches and officials.

18. LEADERSHIP:

- Leadership development programs, among the poor, natives and immigrants are inadequate.

- Leadership development support has only slowly and recently been developing from the government to amateur sport organizations.

- The numerous leadership changes within the Provincial Government and within sport organizations have made effective and coordinated provincial planning and programming very difficult.

- Need greater emphasis on the training and education of all leaders.

- Definite lack of trained personnel in leadership positions.

- Need for continued leadership development opportunities in rural communities.

- Leaders within sports organizations are generally reluctant to take on long term commitments.

- Often leaders within sport organizations take on too many responsibilities and fail to complete key tasks.

- The main problem facing volunteer leadership is work overload.

- Volunteer presidents of sport associations should delegate tasks and be free to oversee general operations and make decisions.

- The quality and quantity of leadership requires upgrading.

- Provision must be made by universities and colleges to offer courses that accommodate a re-conceptualization of sport.

- Formal training of sport administrators in universities and colleges is completely missing.

- The expectations of the knowledge and ability of the expertise of coaches are increasing. This is true in regard to the expectations of the athlete, participant and parents.

- The shortage of qualified coaches is in part due to the reluctance of coaches to accept increased responsibilities associated with increased expectations.

- As volunteerism diminishes the program costs to participants will increase. Gaps will develop in the quality of those sports using untrained personnel and those using trained personnel.

- Problems relating to obtaining volunteer coaches and the desire to limit demands on these people are partially responsible for the lack of total commitment to certification.

- Many coaches and officials are undertrained and ill prepared to do a good job.

- All sports suffer from a lack of qualified coaches and officials; training and development programs are also limited.

19. VOLUNTEERS:

- Need a training or certification program for administrative volunteers.

- Need to publicly recognize a volunteer's efforts.

- Volunteers need specific skill training. Organizations should not expect volunteers to possess specific skills before volunteering their time and effort.

- Volunteer recruitment and retention are major problems.

- Difficult to find people to take on long term policy making responsibilities.

- Government tends to lack respect for the volunteers knowledge, opinions, experience and time constraints.

- Volunteers find it very difficult to deal with government red tape and bureaucracy.

- Sport does a poor job of recognizing and satisfying the needs of the volunteer. This leads to a high rate of volunteer burnout.

- High turn over rate among volunteers.

- Formal training of volunteer amateur sport administrators is completely missing.

- Sport organizations require assistance to develop volunteer recruitment strategies and volunteer training.

20. PROFESSIONAL LEADERS:

- Sometimes it is difficult for paid leaders to work effectively with volunteer leaders.

- Sometimes the paid administrator can greatly influence the decisions of the volunteers and become an organizations policy maker.

- Amateur sport organizations need to increase the number of professional staff working within their organization.

- Professional specialists to assist in planning and administering Provincial Sport Association (P.S.A.) programs are required.

- Government has a responsibility to subsidize the hiring of executive directors by P.S.A.s. Highly trained experts are required in these key positions.

- Professional coaches and instructors should be available to the community from the school.

- Hiring staff by P.S.A.s is a realistic response to the heavy demands placed on the volunteer.

- Salary scale for paid staff is generally low with few fringe benefits. Job security is limited. Staff turnover is high.

- Government should fund P.S.A.s to hire program development coordinators and provide for a full complement of fringe benefits.

- Government should institute an accredited sport administration program.

- Volunteers spend most of their time on day to day affairs and long term considerations are overlooked.

21. COACHING:

- A better balance between technical coaching development and theory coaching development is needed.

- Need greater emphasis on the training and education of certified coaches throughout Alberta.

- Need trained physical education specialists in all elementary, junior high and senior high schools.

- Quality coaching is a major problem facing Alberta's athletes and is compounded by high coaching turnover rates.

- Need for paid full time provincial and national team coaches

- Need for a broad base of certified coaches willing to remain active for extended periods of time.

- The certification of coaches is a long standing problem in sport. Organizations can either force all coaches to be certified or it may adapt a voluntary certification program.

- Certification levels (theory, practical, technical) relative to levels of competition remain problem areas.

- Need to determine what agency will offer certification programs at varying levels of expertise/skill.

- Problems in integrating coaching certification programs in post secondary institutions are common.

- Problem of communicating with and maintaining qualified coaches in rural communities.

- Need to educate coaches about the benefits of understanding the theory concepts of coaching.

- Need better communication between Ottawa and Alberta regarding record keeping of coaches.

- Need for better publicity of coaching certification programs and better recognition and encouragement of coaches.

- Need for certification programs in remote areas.

- Need for immediate feedback to coaches after they have completed a certification program.

22. OFFICIATING:

- Need to have better communication between officials and their respective sport association.

- Major problem is to recruit new officials at the local level.

- Major problem is to retain existing officials at the local level.

- Funding for officials is generally a low priority - need to cover their expenses.

- Limited training and development programs for officials leads to a lack of qualified officials.

- Technical skills of officials must be upgraded.

23. SPORT MEDICINE:

- Need to understand the ways in which sport related injuries occur and an understanding of methods of prevention and treatment.

- Health care services in schools must be increased.

- Athletic injuries must be cared for by qualified athletic physiotherapists.

- Lack of competent medical assistance is a major drawback in amateur sport.

- Qualified trainers are needed on all provincial teams.

- Alberta is unprogressive in the area of sport medicine clinics.

- Physio-therapists should be able to charge back to the Alberta Health Care Commission.

- Sport medicine at the national and international level is beginning to be developed at a high level - further development must occur at the provincial and local levels.

- There is a wide variation in treatment plans undertaken by doctors and paramedical staff depending on their exposure to sport medicine.

- Athletes need an optimum level of care in the areas of preparation, prevention, assessment and treatment of their injuries.

- Specialized support for athletes is needed daily and should be available where athletes train.

- Need for a 'long term comprehensive program' in sport medicine and sport medicine policy.

24. FACILITIES:

- Demand for more sophistication in facilities coupled with increased pressure on tax dollars to satisfy all municipal demands and services.

- Changes in demand and provision because of population increase, population structure change, leisure time increase, technological developments, increasing energy costs and urban growth.

- Suppliers of facilities (government, quasi-government, private sector) overlap in roles, duplication and competition for customers.

- Need to establish a sound philosophical base for the provision of facilities; filling perceived voids is no longer an adequate justification for involvement.

- Need to make facility development and operation economically viable.

- Need to define "actors" roles and reasons for the involvement in provision of facilities.

- The availability of land for recreation/sport facility development cannot be taken for granted. Land is becoming a scarce resource. Increasing demands and diminishing resources (land, money, expertise) Planning Act legislation should be re-evaluated.

- Inadequate establishment of co-orginated planning to determine future facility development trends and future land requirements - more importance should be placed on cooperative planning and land banking schemes.

- Provincial Government departments should develop a coordinated approach to land and facility development.

- Inequalities in the distribution of facilities in urban and rural areas.

- Municipalities do not participate in cooperative shared facilities promote sport opportunities on a regional basis.

- Municipalities have a tendency to build "white elephants" in facilities and find that they cannot afford to operate them.

- Facilities are not based upon realistic planning and research into recreation preferences and demands.

- High levels of financial subsidization in facility development, construction and operation will be necessary in the future.

- Facility provision is becoming financially impossible because of high construction and operating costs. Municipalities must be "educated" or encouraged to fully utilize existing resources. This will require a major commitment by the Provincial Government to re-evaluate the rationale behind the M.C.R.F.D. program.

- Municipalities and school boards tend to view the provision of facilities as separate jurisdictional rights. The result is often the duplication and overlap of facilities and services.

- Full utilization should be an important criteria when deciding upon the provision and construction of facilities.

- The philosophies and policies towards the user pay concept and practice should be re-evaluated. Users should pay for the use of the facility.

- The role of the private sector in "elitist" facility development should be examined. More cooperation is required between the municipality and the private sector.

- Municipalities tend to build facilities that are beyond the realistic capabilities and demands of the residents.

- Regional cooperation between municipalities regarding the provision of facilities is decreasing.

- Provincial Government is not placing enough emphasis on cooperative planning in regard to regional facility development.

- More information, research and planning is required in areas relating to facility design, operation management and multiple use concepts.

- More specialized facility managers/operators are required. This will require cooperation between the Provincial Government and the universities and colleges.

- There is often incompatability between the design standards of facilities for general recreation use and competitive use.

- Facilities that are legacies from the Games can be a benefit or liability. Often the latter is more common because of their specialized design, high costs of operation and low levels of utilization.

- Operating costs of facilities are becoming prohibitive. Government should re-evaluate existing facility operation funding programs.

- Specialist training centres require a high level of sophistication and are used by a small percentage of elite athletes.

- Ancillary required services e.g., research, sport medicine, classrooms, etc. are necessary. This would inevitably increase construction costs of new facilities.

- Options could be the use of existing university and college facilities.

- Municipalities are reluctant to utilize new technological trends and innovations when developing new facilities.

- Not enough information (research and dissemination) regarding technological innovations in facility design and operation.

- Municipalities are reluctant to realistically consider the long term financial implications of sport facility operation.

- Increased operating costs will require better facility design methods and improved operation methods.

- There is a lack of willingness to compromise and cooperate with other organzations to achieve the optimum benefits from facility provision and operation.

- Centres of excellence, elite athlete training centres are required. These could be housed in existing universities and colleges.

- New ideas regarding the design of play environments are needed.

- Very little thought is given to the modification of facility planning areas for younger participants.

- Increasing energy costs will keep people closer to home to participate in recreation/sport activities.

- Efforts must be made to actively involve the school authority, sport associations and municipal recreation departments regarding mutually acceptable facility construction standards.

- Property tax revolts could have an impact upon the provision of sport/recreation facilities.

- Rising construction and operation costs will be passed on to the public by way of increased user fees and charges.

- Much time and money is wasted in the planning and construction of facilities due to the lack of universally accepted standards for facility construction.

- Failure to establish priorities regarding the variety of user needs results in mistrust and alienation between the providers and users of facilities.

- School sport facilities are not adequately designed for community use.

- Booking regulations seriously limit the availability of facilities.

25. ELITE ATHLETE DEVELOPMENT:

- A "Charter of Rights for Athletes" should be established to ensure:
  - Athletes are not used as an instrument of political propaganda.
  - The freedom and rights of the individual are protected.
  - That sport and athletes are not compromised regarding etnical values.
  - That problems of ethical benaviour are mitigated.

- Competitive excellence will be slow to develop unless technical officials and coaches work full time for provincial sport associations.

- The current public image of sport is one of an over-emphasis on elitism. The concept of sport festivals should be given more emphasis.

26. SPORT AND THE SCHOOL SYSTEM:

- The concept of community use of schools is not universally applied in Alberta.

- Decreasing student populations in inner city schools suggests that facilities are available for community use.

- There is minimal formal coordination between the school system and other actors in the sport system.

- The school system has the most potential to develop participation and other skills in sport. The school system's contribution to sport could be extended much further.

- Specialized teachers in physical education in elementary schools are very much needed.

- Sport programs at many schools are not well developed.

- Young students should be exposed to a variety of lifetime non-competitive sports at an early age (8-10).

- Need to create linkages between the school sport system and what is available after they leave school.

- Schools lack qualified staff to deal with physical education needs of students.

- The frequency of physical education classes in schools should be increased.

- Athletic consultants should be available through the Alberta Schools Athletic Association.

- At the very least community league sports should be eliminated for children eight and below.

- Sport facilities and leaders in schools are unable to keep up with the demand for opportunities.

- The costs for school teams to travel to competitions is increasing and is forcing some schools to cut back programs.

- P.S.A.s do not make a coordinated approach to school authorities which creates many problems in the schools.

- The A.S.A.A. needs more funds especially for administration.

- Joint use programs (between schools, municipalities and others) should be expanded.

- More and more junior and high school students are pursuing part-time jobs rather than participating in school sports.

- School sport programs are not creating adequate linkages between schoolchildren and those that leave school.

- Schools suffer from a lack of staff who are adequately trained in sport instructional techniques.

27. INTER-UNIVERSITY AND INTER-COLLEGIATE SPORT:

- Increased costs (travel, equipment, inflation) and budget restrictions have depleted the scope of inter-university and inter-collegiate sport.

- Inter-university and inter-collegiate sport will decline if additional funds are not guaranteed by the Provincial Government.

- Universities and colleges are concerned the forthcoming period of fiscal constraint will mean the drastic reduction of university and college sport and intramural athletic programs.

- University Board of Governors do not view sport and physical education as a university priority.

- Financial support from the private sector is transitory and only focusses on "high profile" sports and cannot be expected to continue over long periods of time.

- Measurements of success in sport and physical education are based upon national and international competition involvement. There is a possibility that this might be used as the only criteria for success.

- Funding for university and college sports should be based on the total sport program and not just on elite athlete competition involvement.

- Funding criteria for universities and colleges should not be the same as the established criteria for P.S.A.s.

- There are "fuzzy" relationships between competitive athlete involvement at the club, school, P.S.A., and university levels of participation in competitive sport. These relationships need to be clarified.

- There is little or no dialogue between sport personnel at the university, community college, regional college and technical institution levels. The detrimental impacts on athlete development are far reaching. A hierarchy of competition involving colleges, universities and P.S.A.s should be established.

- The use of the college and university for developing leadership programs, courses, etc. can be improved upon.

28. SPORT NEEDS OF SENIORS AND DISABLED PERSONS:

- Seniors and disabled persons are discriminated against because they are labelled as "special groups" of the population.

- Seniors and disabled persons require considerations in the areas of leadership development, coaching, officiating, facility design, program development.

- Not enough emphasis or action is placed upon the concepts of integration or normalization for seniors and disabled persons.

- Societal attitudes towards the "segregation" of special groups represents the greatest barrier to the integration of these groups into the "mainstream" of society.

- Sport for disabled persons is not considered on the same level of importance as is sport for able-bodied persons.

- The disabled and older members of society represent nearly 10% of our population. They do not receive 10% of the available resources and sport programs and services.

- The tendency for disabled sport groups and provincial sport associations to operate in comparative isolation serves to maintain the attitudes of segregation.

- There should be an enforced trend or bias towards encouraging and the development of generic sport associations.

- There is no policy concerning the Alberta Special Olympics in the sport services and programs of Alberta Recreation and Parks.

- Parallel systems of programs and services for special groups and able bodies groups will place increased demands upon depleting financial, physical and human resources. This duplication of effort cannot and should not be tolerated. Parallel systems tend to intensify the focus on minorities and reinforce reluctance to change.

- Prolonged existence of parallel service systems will drastically affect the attraction of increased participation.

- Alberta Recreation and Parks must reaffirm a policy of equality of opportunity and accessiblity to all Albertans irrespective of age and physical disability.

- Alberta Recreation and Parks should initiate a leadership role in the integration of programs towards the development of a generic sport delivery system.

- Alberta Recreation and Parks should develop models and strategies to encourage and promote integration and normalization of seniors and disabled into the sport participation and delivery systems.

- There is a need to overcome the myth that disabled and senior citizens are unable to actively participate in physical activities.

- More discussion and involvement of seniors and disabled should be sought in facility design and operation.

29. YOUNG CHILDREN AND SPORT:

- Sport organizations to encourage and push young children into organized competitive sport at a premature age.

- Enforced competition results in significant drop out rates for the young participant.

- Adults must resist the tempatation to over organize the child's sports activities, rather they must emphasize safe enjoyable play - free of force, compulsion, punishment or threat.

- Children are forced to play on "adult" sized sports arenas and fields, using "adult" size equipment and playing according to "adult" orientated rules and regulations.

- There is too much emphasis on winning and competition and not enough on participation and cooperation.

- The N.C.C.P. should introduce theory components that concentrate upon the special needs and requirements of young participants.

- Fear that Federal Government "Skill Awards Program" may become the core of elementary school physical education and movement classes.

- Provincial Government, e.g., Social Services and Community Health, Alberta Education and Alberta Recreation and Parks should agree on the role of play and sport for young children in the school system.

- Provincial Sport Associations should review their sports development programs for young children.

- There is a lack of clear priorities and goals for sport and play for young children.

- Programming for young children must focus on play and be aware of the potentially negative impacts of competition.

- More research and information on the developmental aspects of sport programs for young children is needed.

30. WOMEN AND SPORT:

- Policies need to be based on a model of sex equality. Sex equality does not exist in Canadian sport.

- Sport policies should be designed so that they work towards eliminating structural disadvantages for women.

- Sex equality should be defined as equal opportunity for women in sport.

- If sex is not relevant to performance the sport should be integrated.

- A basic problem is that there is very little data which documents the problems of sex equality.

- There is a lack of programs to promote and train female leaders.

- Canadian women in general receive low scores in fitness tests.

- The myth of 'feminine' and 'masculine' stereotypes among the population has to be overcome.

- Equal opportunity for women to participate in the activity of their choice does not exist at the grass roots level or the international level.

- There is no formal system to deal with the issues concerning the status of women in sport.

- Girls active in high school sports in Alberta have fewer opportunities and options in sport events.

- In all universities fewer women's sports are offered than men's sports.

- Language subtlely favours the male in society.

- The issue of women in sport must be attached from a broader cultural perspective. Hiring or participation quotas will not have far reaching effects.

- Female representation in sport participation, based upon their proportion of the population, is smaller than would be expected. Housewives and elderly females are vastly under represented. Women must be given better opportunities for participation

- Society's general perception still appears to be that females should not compete against males and that females should only participate in those sports activities that are designed for them.

31. NATIVE POPULATIONS AND SPORT:

- The problems of Indians in Alberta cannot be solved by massive increased funding; sound fundamental programming is required.

- Indian peoples should be involved at all levels of program and policy development. If they are not included in the planning process they will not achieve any sense of ownership.

- A major problem affecting all Indians is the Federal/Provincial jurisdictional dispute.

- Full native participation in provincial sports should be encouraged.

- Native peoples should be considered Albertans when it comes to sport and recreation.

- An administrative organization to replace INSPOL is required to upgrade and coordinate local programs.

- Existing Indian sport associations (golf, hockey, summer games) should be eligible for provincial funding.

- There is a great need to develop qualified native coaches, administrators, officials, etc., to service the unique concerns of native communities.

- Indian leaders must learn to effectively deal with native situations

- Developing athletes need greater encouragement to pursue their preferred activity to higher levels of competition.

- In some situations it may be time to introduce integrated opportunities where Indians play with and against all other participants.

- Access to sport facilities remains a problem in less fortunate native areas and in some urban areas.

- More monies need to be given to native groups for sport development.

- The Provincial Government should increase staff involvement with native communities and increase native involvement in existing programs.

- Native communities should make better use of successful native athletes and encourage them to return and assist with schools and clinics.

- If sport participation is of social and cultural value and enhances ones' sense of identity, native groups require special attention.

32. SPORT AND THE MEDIA:

- The media is no longer able to provide extensive coverage of amateur sport events most of the coverage goes to professional sport.

- Sport administrators are totally naive about the media. They do not understand how the media operates.

- Amateur sport people do not know how to communicate with the media.

- There is little unity of position within amateur sport organizations in its approach to the media.

- Amateur sport people should get to know the media personnel responsible for covering their particular activity and remain in regular contact with them.

- The frequent turnover of spokespersons for amateur sport creates many problems for the media.

- The information available from amateur sport is often delivered to the media at an inconvenient time and is of poor quality.

- The media's exposure of sport is a misrepresentation. It views sport as strongly competitive, elitist, sexist and with elements of violence.

- A problem between sport and the media is the lack of a well planned public relations program.

- Market research is required in order to design appropriate (sport) products.

33. PUBLIC RELATIONS AND PROMOTION:

- Sport fans are spending their money on professional sports rather than on amateur sport.

- Amateur sport must make their sport attractive to the public and compete with pro sport on a publicity and promotional level.

- Most amateur sport groups approach public relations through a reactive process without clear cut goals and objectives.

- Public relations for all of amateur sport should be considered.

- An 'umbrella organization' that could effectively design a public relations program for amateur sport is needed.

- Public relations programs should be developed as an ongoing process and not be event specific.

- Former sport participants should be encouraged to become active as promoters of sport.

- Public relations of amateur sport has suffered because of insufficient funds and apathy.

- There is not enough use of well known athletes to promote sport.

- For the effective promotion of sport it will require more money.

- Amateur sport has a chronic inability to attract spectators, this is because of insufficient media coverage.

- Animosity exists between professional and amateur sport.

- There is not enough focus on the total social influences of sport on our youth.

- General awareness of the public must be raised regarding increasing the importance of physical activity it is a necessary antidote to the inactivity and overindulgence of our affluence.

- The general public must change their attitude towards sport development if changes are to be accepted.

34. SPORT AND URBAN ALBERTA:

- Among staunch recreationists, sport programs may be perceived to compete with recreation programs for dollars, facilities and programming time.

- How can government ensure equal distribution of resources to all residents and still serve the diverse needs of special interest groups in the face of diminishing resources?

- The municipal recreation department is no better prepared, capable or willing to accept a leadership role in local sport development than it was thirty years ago.

- Many recreation directors perceive their roles as facility providers, budget developers and program coordinators.

- Fear of losing autonomy, authority, prestige and power continues to frustrate the development of a comprehensive community recreation and sport program.

- Few municipalities have developed any form of sport development policies.

- Local agencies argue about who has responsibility for what and what the purposes of programs should be.

- Local voluntary organizations, churches, schools, private entrepreneurs and colleges seldom recognize each other.

- The delivery of sports at the local level is still fragmented. There is competition among the various parties for facilities, participants, spectators and funding.

- It is becoming necessary to move closer towards a user pay concept in order to foster greater participant responsibility.

- Sport groups are reluctant to compromise on the sophistication of facilities.

- The municipal tax system cannot continue to support the same level of facility operations as in the past.

35. SPORT AND RURAL ALBERTA:

- Because of low population densities there is an increased need for cooperative planning and programming in rural areas

- Rural Alberta does not have equal opportunity because of population, geographic isolation and a low economic base. Government must take these factors into consideration when disbursing grants.

- Competitive feelings between small communities detracts from establishing an environment of cooperative planning and programming. This often results in a duplication of facilities without the population and financial base to adequately operate the facilities.

- A lack of competition opportunities in rural areas results in high expenditures for travel and a restriction in participation.

- Elite athlete development is inadequate because of unsophisticated coaching expertise and too few facilities.

- Private sector involvement in the provision of sport opportunities is low because of inadequate economic returns.

- Leadership development opportunities in remote areas are inadequate and too much dependence upon the same persons results in volunteer burnout.

- Provincial Government and others should not force rural Alberta to conform to or copy the sport delivery system models applied to urban Alberta.

36. PLANNING, RESEARCH AND EVALUATION:

- More research in the areas of facility development, program development, leadership development and program evaluation is required.

- Special care must be taken so that new programs have a chance to succeed. The reasons for success or failure should be carefully monitored so that future developments can benefit from the changes tried.

- The linking together of theory and practice (research) has frequently been given lip service, seldom has it been stressed as a high priority. The opportunity exists for Alberta to be a leader in sport related research.

- Where the information on sport research and planning is and how it can be obtained remains a mystery to most municipalities and sport agencies.

- Rapid turnover of executive leadership inhibits any continuity in program planning and development.

- Sound long term sport program planning would allow even greater economic expansion in sport and realize higher returns from the provincial economy.

- There is a lack of standards, data control and administrative direction for research in recreation in Alberta.

- Need more coordination of inventory data in Alberta.